

CR-14-9423

16 JUN 1964

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : Discussion of Views Expressed by the Assistant Deputy Director Intelligence/Management Concerning Emergency Planning

REFERENCES : (a) Memorandum for Executive Director-Comptroller from Assistant Deputy Director Intelligence/Management, dated 5 June 1964, Subject: Emergency Planning

(b) Memoranda for Deputy Director for Intelligence, Assistant Deputy Director for Support, Chief, War Plans Staff, DD/P, and Chief, Action Staff, DD/S&T from CIA Emergency Planning Officer, dated 8 May 1964, Subject: Planning for National Emergency and Wartime Situations

1. This memorandum contains a discussion of certain items in Mr. Borel's memorandum to you, cited above as reference (a), which he included in his review and comments on [redacted] report dated 28 February 1964, but which were beyond the scope of the matters covered by the [redacted] paper. A recommendation is submitted for your consideration in paragraph 8 below.

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2. I am dealing separately with this portion of Mr. Borel's paper in the interest of keeping the issues straight, in view of the fact that the points which he discussed therein are germane to the study prescribed by paragraph 1 a. of the directive signed by General Carter on 4 September 1963, rather than to the matters covered by the [redacted] report, which was confined to paragraph 1 b. of that directive. As you are aware, I am working on the 1 a. study (for the purpose of determining the functions, and their scope and character, which should be carried out by our headquarters components under varying conditions of national emergency), and, toward this end, I sent to each Deputy Directorate a memorandum (reference (b)) requesting that such determination of their respective emergency functions be made and submitted as the basis for a realistic Agency emergency relocation plan which I want to prepare. Within this memorandum, to supplement the guidance furnished by General Carter's directive, I set forth the following assumptions:

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a. The Central Intelligence Agency is vested with the responsibility for accomplishing the mission and fulfilling the obligations assigned to it by law, by direction of the Chief Executive, by the terms of other species of executive directives, and by agreements concluded with other elements of the Government, all of which remain in full force and effect under all circumstances of enemy-provoked emergency up through general, full-scale war, including attack inflicted within the territorial limits of the United States, except insofar as their

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own provisions and terms might provide for their being modified by the occurrence of varying degrees of emergency or conditions of war.

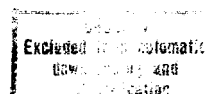
b. Notwithstanding the validity of the foregoing assumption, it is possible that the detailed implementation of some activities and programs which are being carried on now within the framework of the law, the direction of the Chief Executive, by other species of executive directives, or by agreement with other elements of the Government, might be curtailed, eliminated, accelerated, or otherwise modified by provisions contained in internal standing plans of the Central Intelligence Agency, upon the occurrence of varying degrees of emergency conditions up through general, full-scale war, including attack inflicted within the territorial limits of the United States.

c. The system of Defense Readiness Conditions (DEFCONS) in the United States, promulgated and incorporated into the readiness planning of civilian departments and agencies of the Government by the Office of Emergency Planning, furnishes the most effective means for categorizing the various gradations of enemy-provoked emergency.

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3. The system of Defense Readiness Conditions mentioned above in paragraph 2 c. has been in effect in the Executive Branch of the Government, by order of the Office of Emergency Planning, since June of 1961. It was incorporated formally into the internal emergency relocation plans of this Agency on 21 June 1961. Mr. Borel, in paragraph 8 of his memorandum, says that the system of Defense Readiness Conditions does not furnish an adequate means for categorizing the gradations of emergencies for which we must plan because, he states, it "is oriented toward the orderly mobilization of the military and economic resources of the country, and is not directly related to the nature and scope of the requirements which various situations may place upon CIA and the intelligence community." I do not agree with this view. The DEFCON system was developed for the very purpose of providing a flexible system of preparedness

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measures to meet any emergency situation, up to and including attack without warning, which might confront us. I believe that this matter can be resolved by further discussion which I intend to carry on with Mr. Borel.

4. Paragraph 1 a. of General Carter's directive of 4 September 1963 lays down a requirement within this Agency almost identical with the requirements prescribed by the McDermott-Steats-Horwitz Emergency Planning Committee report rendered on 9 June 1962 and approved by the President on 25 June 1962, whereby the Director of the Office of Emergency Planning was ordered to make a survey of all the departments and agencies of the Executive Branch of the Government in order to determine the essential functions which each would have to carry on in wartime or during an enemy-provoked emergency. At my request on behalf of our Agency, we were exempted from this survey by OEP because of the security considerations involved and because they agreed that we ourselves were better qualified to make this internal determination than their teams of inspectors. The ultimate objective of this determination of essential functions throughout the Executive Branch currently being made by OEP is parallel to the objective of General Carter's memorandum of 4 September 1963, upon which I based my memoranda to the Deputy Directorates (reference (b)), namely, to obtain information upon which to base timely headquarters emergency relocation plans, the logical first step toward which is to ascertain the numbers and types of people and the kind of equipment and facilities which would be necessary to carry on the emergency mission and functions from a relocation site.

5. Applying these principles to Mr. Borel's recommendation "that a CIA concepts paper be developed to precede and to guide the preparation of detailed requirements and plans" (paragraph 9 b. of his paper) and that "a technical working group under the chairmanship of a senior CIA officer to develop a concept for the emergency operation for CIA's Washington-centered activities as a whole" be formed (paragraph 9 d. of his paper), it is my belief that the method of procedure which we now are following in our endeavor to make the determinations required by paragraph 1 a. of General Carter's directive is adequate to accomplish this purpose without the appointment of an additional committee. As matters stand, the following representatives of the major components of the Agency comprise the group which is working in concert with me:

DD/I	- Mr. Borel, himself, assisted by	
DD/P	-	
DD/S	- Mr. H. Gates Lloyd and Mr.	
		SPA-DD/S
DD/S&T	-	Chief, Action Staff, DD/S&T
D/DCI/NIPE	- Mr. Thomas A. Parrott	
General Counsel	- Mr. Lawrence R. Houston	
Inspector General	- Mr. John S. Earman	

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6. I believe that, through the working relationship with the officials listed above, we have an adequate mechanism for making the determinations of all factors involved in the matters before the house, including the formulating of the CIA concepts paper recommended by Mr. Borel, which is directly related to the internal analysis which must be made within each Deputy Directorate and other major organizational element. The door is open now to expressions from all addressees of my memorandum, reference (b), of their respective views concerning an ideal concept of operation of the headquarters in time of war or enemy-provoked emergency, all of which I propose to blend into one homogenous paper which will enjoy the approval of all persons concerned prior to being submitted to you for final consideration.

7. The same reasoning as is set forth above is, I believe, equally applicable to a recommendation contained in paragraph 5 b. of the memorandum from the Deputy Director for Plans dated 22 May 1964, to the effect "that a planning task group, composed of a representative from each Deputy Directorate and chaired by a senior official of the Agency, be convened on an ad hoc basis to develop guidance for the preparation of emergency plans by Agency components."

8. Accordingly I recommend that no additional technical working group or planning task group be convened at this time for the purpose of fulfilling the requirements of the study called for by paragraph 1 a. of General Carter's directive of 4 September 1963.


CIA Emergency Planning Officer

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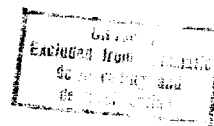
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OFFICE OF THE DIRECTOR

11 December 1962

MEMORANDUM FOR: Mr. Kirkpatrick

With reference to the DCI's request for a briefing on CIA Emergency Planning, this briefing may be the best opportunity to handle the attached material, including a fingerprint.

Walter Elder

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NAME McCONE, John A.			DCI	BADGE NO.
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FORM 3-61 1811 REPLACES FORM 38-82 WHICH MAY BE USED. SPECIAL PURPOSE BADGE IDENTIFICATION (29)

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